State Flexibility

Individual Choice

Accountability

To transform the provision of Medicaid services to support individual choices and preferences.

Strategic Action Plan

Disabled and Elderly Health Programs Group
Center for Medicaid & State Operations

CMS
CENTERS for MEDICARE & MEDICAID SERVICES

CMS
(Centers for Medicare/ Medicaid)

CMSO
(Centers for Medicaid State Services)

DEHPG
(Disabled and Elderly Health Programs Group)

The Disabled and Elderly Health Programs Group (DEHPG) has a history of caring about issues that affect disabled and older Americans served by our programs. We are committed to assisting states and others in fostering choice and opportunity for full participation in community life. As we transform the provision of services to support individual choice and preferences, we will keep the principles of state flexibility, accountability and individual choice in clear view.

We know that the decisions we make, the procedures we implement, and the actions we take have broad impact on the American public. We take great pains to understand our world and develop expertise to make good decisions. At the same time we know that we need to plan for the future and look for ways to better serve our constituency.

How does this strategic plan, then, help advance our agenda? What does this document add? What value does it bring? Why have we asked staff to invest time in developing the tasks and why have we asked other parties to take time to review and provide us with comments and ideas about our plan?

This strategic plan is important for a number of critical reasons. First and foremost, it is a public declaration of what is important to us. It is a statement of what principles we stand for and what vision guides our work.

Second, it is a statement of accountability. We are declaring what we consider as priority for our work. We expect others to review this document and observe whether we are accomplishing our goals and objectives as we have stated them.
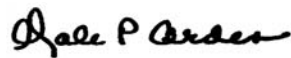
Business Lines

- State Plan adjudication
- 1915(b) adjudication
- 1915(c) adjudication
- 1115 adjudication
- Financing policy analysis and recommendations including:
  - Estate recovery
  - Coordination of health care benefits (Third party liability)
  - Cost Sharing
- Program policy analysis and recommendations
- Grants development and administrative support (e.g., TWWIIA, Systems Change)
- Grants management
- Quality oversight and improvement
- PACE provider applications
- Information systems development
- Information maintenance and management
- Education and outreach
- Technical assistance to states and grantees
- Research and knowledge development including (but not limited to):
  - Self-direction
  - Mental Health
  - Employment
  - Housing/Homelessness
  - Special populations, including persons living with HIV/AIDS
  - Annuities
  - Dual Eligibles
  - Transfer of assets
- Human resources management

Third, it provides direction to the future. As we developed the plan, we evaluated where we wanted to see our programs and policies evolve. The tasks were determined with those goals in mind. At the same time, we don't expect this plan to remain stagnant. We will use it to continually reevaluate where we are, what we have accomplished, and will revise it accordingly.

This plan is the result of hard work by many people. The realization of the goals we set will require the continued hard work of our staff, the support of our partners, and the commitment of leadership. With our combined efforts, we will succeed.

Gale P. Arden

Director, Disabled and Elderly Health Programs Group

"The tragedy in life doesn't lie in not reaching your goal. The tragedy lies in having no goal to reach."
Benjamin Mays

Mission

The Disabled and Elderly Health Programs Group's provides national leadership for the design of financially sound Medicaid programs. We help States and others develop programs that support individuals of all ages. The programs we foster emphasize:

- long term and pharmacy services,
- full participation in community life (including independent living),
- economic self-sufficiency, and recovery.

Vision

To transform the provision of Medicaid services to support individual choices and preferences.

Guiding Principles

- State flexibility
- Accountability (program and individual)
- Individual choice

Goals

1 Promote effective administration and oversight of Medicaid programs for people who are elderly or disabled.

2 Support state innovation and state flexibility that is responsive to the needs and desires of the beneficiaries of our programs.

3 Facilitate policies and programs that promote individual control and accountability.

4 Promote quality healthcare under the Medicaid program.

5 Make DEHPG the "place in CMS where everyone wants to work" by improving communication, enhancing employees' understanding of their responsibilities, and looking for better ways to recognize staff.

Goal 1
Promote effective administration and oversight of Medicaid programs for people who are elderly or disabled.

Objective

- Improve data systems to inform public policy making and administration.

- Conduct program evaluations.

- Streamline and improve grants administration.

- Provide opportunities for meaningful collaboration in policy development and operations, including more effective collaboration with other CMS staff, regional offices, states, consumers, advocates, and national associations.

- Develop, implement and communicate policies and procedures that support state efforts to manage costs and ensure programs operate in a manner consistent with law and regulation.

- Partner effectively with CMS regional offices to identify and resolve operational and policy issues.

- Develop and implement policies and procedures to assist states with rebalancing their long-term support systems.

- Assist State efforts to implement the Medicare Modernization Act (MMA).

Goal 2
Support state innovation and state flexibility that is responsive to the needs and desires of the beneficiaries of our programs.

Objective

- Identify and remove barriers to innovation.

- Lead innovation through the provision of technical assistance

- Develop models for state innovation.

- Assist states in consolidating waiver programs using waivers to enable them to serve multiple populations within a single program.

Goal 3

Facilitate policies and programs that promote individual control and accountability.

Objective

- Encourage consumer direction in waiver programs.

- Encourage consumer direction under the Medicaid state plan.

- Contribute to building a long-term support system that includes adequate transportation and housing components that support medical care.

- Support state efforts to develop community-based programs for individuals with mental illness and others.

Goal 4

Promote quality healthcare under the Medicaid program.

Objective

- Support state efforts to ensure quality of home and community-based waiver services.

- Support state efforts to ensure quality of demonstration program services.

Goal 5

Make DEHPG the "place in CMS where everyone wants to work" by improving communication, enhancing employees' understanding of their responsibilities, and looking for better ways to recognize staff.

Objective

- Enhance communication with state on program and personnel issues.

- Enhance employees' understanding of their responsibilities and how their performance contributes to the success of DEHPG.

- Look for better ways to recognize employees for their contributions.

- Analyze DEHPG's staffing capacity to support institutional care options as an alternative to community-based care.